

Police Management and Staffing Study

3 March 2009



Police Management and Staffing Study

3 March 2009

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Project Business Rules

- First report due to City Council 1 September 2008
- Follow up reports due every 60 days. Next report: **5 May 2009**.
- Once a recommendation has been completed or the decision is made to non-concur with the recommendation that item will be removed from the 60 day follow up report and placed in the completed/closed file
- Recommendations which will result in increased budget requirements will be listed in **green** and will include the budget requirements
- For ease in reading inputs to the project management updates, word documents will be short and succinct
- Inputs and timelines will be established by the Chief of Police with approval from the City Manager
- All project information will be placed on a master CD and hand delivered to offices working on the project
- Once the City Manager has reviewed the document and briefed the Mayor and City Council members, the Public Affairs Office will place the information on the city website for review by the media and citizens

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
2.1	1-Nov-08	20-Dec-08																	
2.2	6-Jan-09	27-Feb-09																	
2.3	1-Nov-08	20-Dec-08																	
2.4	6-Jan-09	27-Feb-09																	
3.1	1-Sep-08	15-Mar-09																	
3.2	1-Sep-08	26-Sep-08																	
3.3	30-Jul-08	5-Nov-08																	
3.4	1-Sep-08	15-Dec-08																	
3.5	1-Sep-08	5-Nov-08																	
3.6	1-Sep-08	26-Sep-08																	
3.7	1-Sep-08	26-Sep-08																	
3.8	1-Sep-08	26-Sep-08																	
3.9	6-Jan-09	27-Feb-09																	
3.10	1-Sep-08	26-Sep-08																	
3.11	6-Jan-09	27-Feb-09																	
3.12	1-Sep-08	26-Sep-08																	
3.13	1-Sep-08	26-Sep-08																	
3.14	1-Sep-08	26-Sep-08																	
3.15	4-Nov-08	5-Jan-09																	
3.16	4-Nov-08	5-Jan-09																	
3.17	30-Jul-08	27-Feb-09																	
3.18	1-Sep-08	26-Sep-08																	
3.19	6-Jan-09	27-Feb-09																	
3.20	1-Sep-08	1-Oct-08																	
3.21	1-Sep-08	27-Feb-09																	
3.22	1-Sep-08	26-Sep-08																	

Green: Complete

Blue: Ongoing

Red: Past Due

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
3.23	6-Jan-09	27-Feb-09																	
3.24	6-Jan-09	27-Feb-09																	
3.25	1-Sep-08	6-Jan-08																	
3.26	6-Jan-09	27-Feb-09																	
3.27	1-Sep-08	5-Nov-08																	
4.1	4-Nov-08	5-Jan-09																	
4.2	1-Sep-08	27-Feb-09																	
4.3	1-Sep-08	26-Sep-08																	
4.4																			
4.5																			
4.6																			
4.7	1-Sep-08	26-Sep-08																	
4.8	6-Jan-09	27-Feb-09																	
4.9																			
4.10	1-Sep-08	26-Sep-08																	
4.11	1-Sep-08	26-Sep-08																	
4.12	1-Sep-08	26-Sep-08																	
4.13	1-Sep-08	26-Sep-08																	
4.14	1-Sep-08	1-Nov-08																	
4.15	1-Sep-08	26-Sep-08																	
4.16	6-Jan-09	27-Feb-09																	
4.17	4-Nov-08	5-Jan-09																	
5.1	4-Nov-08	31-Dec-09																	
5.2	1-Sep-08	27-Feb-09																	
5.3	1-Sep-08	26-Sep-08																	
5.4	6-Jan-09	2-July-09																	

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
5.5	6-Jan-09	27-Feb-09																	
5.6																			
5.7	1-Sep-08	26-Sep-08																	
5.8	1-Sep-08	15-Dec-08																	
5.9																			
5.10	30-Jul-08	5-Nov-08																	
5.11	1-Sep-08	15-Dec-08																	
5.12	1-Sep-08	26-Sep-08																	
5.13	1-Sep-08	26-Sep-08																	
5.14	1-Sep-08	1-Oct-08																	
5.15	1-Sep-08	26-Sep-08																	
5.16	1-Sep-08	5-Nov-08																	
5.17	1-Sep-08	26-Sep-08																	
5.18	1-Sep-08	26-Sep-08																	
5.19	6-Jan-09	27-Feb-09																	
5.20	1-Sep-08	15-Dec-08																	
5.21	1-Sep-08	1-Oct-08																	
5.22	1-Sep-08	26-Sep-08																	
5.23	6-Jan-09	2-July-09																	
5.24	1-Sep-08	27-Feb-09																	
5.25	1-Sep-08	26-Sep-08																	
5.26	1-Sep-08	26-Sep-08																	
5.27	1-Sep-08	15-Dec-08																	
5.28	4-Nov-08	5-Jan-09																	
6.1	4-Nov-08	5-Jan-09																	
6.2	4-Nov-08	5-Jan-09																	

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
6.3	4-Nov-08	27-Feb-09																	
6.4	4-Nov-08	5-Jan-09																	
6.5	4-Nov-08	5-Jan-09																	
6.6	4-Nov-08	5-Jan-09																	
6.7	4-Nov-08	5-Jan-09																	
6.8	4-Nov-08	27-Feb-09																	
6.9	4-Nov-08	5-Jan-09																	
6.10	1-Sep-08	26-Sep-08																	
6.11	4-Nov-08	5-Jan-09																	
6.12	4-Nov-08	5-Jan-09																	
6.13	4-Nov-08	5-Jan-09																	
6.14	4-Nov-08	5-Jan-09																	
6.15	4-Nov-08	15-May-09																	
6.16	4-Nov-08	5-Jan-09																	
6.17	4-Nov-08	1-July-09																	
6.18																			
6.19																			
6.20	4-Nov-08	5-Jan-09																	
6.21	1-Nov-08	15-Dec-08																	
6.22	1-Nov-08	15-Dec-08																	
6.23																			
6.24	1-Sep-08	26-Sep-08																	
6.25																			
6.26	1-Sep-08	15-Dec-08																	
6.27																			
6.28	4-Nov-08	27-Feb-09																	

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
6.29	6-Jan-09	27-Feb-09																	
6.30	6-Jan-09	27-Feb-09																	
6.31	6-Jan-09	27-Feb-09																	
6.32																			
6.33	30-Jul-08	15-Dec-08																	
6.34	30-Jul-08	15-Dec-08																	
6.35																			
6.36	6-Jan-09	27-Feb-09																	
6.37																			
6.38	6-Jan-09	27-Feb-09																	
6.39	6-Jan-09	27-Feb-09																	
6.40	6-Jan-09	27-Feb-09																	
6.41	6-Jan-09	27-Feb-09																	
6.42																			
6.43	30-Jul-08	15-Dec-08																	
6.44	6-Jan-09	27-Feb-09																	
6.45	1-Sep-08	5-Nov-08																	
6.46	1-Sep-08	1-Apr-09																	
6.47																			
6.48	1-Sep-08	26-Sep-08																	
6.49																			
6.50	1-Sep-08	5-Nov-08																	
7.1	1-Sep-08	26-Sep-08																	
7.2	1-Sep-08	28-Feb-09																	
7.3																			
7.4																			

Green: Complete
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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
7.5																			
8.1																			
8.2																			
8.3																			
8.4																			
8.5	1-Sep-08	5-Nov-08																	
8.6																			
8.7																			
8.8	1-Nov-08	20-Dec-08																	
8.9																			
8.10																			
8.11																			
8.12																			
8.13																			
8.14																			
8.15																			
8.16																			
8.17																			
8.18																			
8.19	1-Sep-08	26-Sep-08																	
8.20																			
8.21	1-Sep-08	26-Sep-08																	
8.22																			
8.23	30-Jul-08	5-Nov-08																	
8.24	30-Jul-08	5-Nov-08																	
8.25	30-Jul-08	5-Nov-08																	

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.26	30-Jul-08	5-Nov-08																	
8.27	30-Jul-08	5-Nov-08																	
8.28	30-Jul-08	5-Nov-08																	
8.29																			
8.30	1-Sep-08	26-Sep-08																	
8.31																			
8.32	1-Sep-08	26-Sep-08																	
8.33																			
8.34	1-Sep-08	26-Sep-08																	
8.35																			
8.36	30-Jul-08	5-Nov-08																	
8.37	1-Sep-08	26-Sep-08																	
8.38	1-Sep-08	26-Sep-08																	
8.39																			
8.40	30-Jul-08	5-Nov-08																	
8.41																			
8.42																			
8.43																			
8.44																			
8.45																			
8.46																			
8.47																			
8.48	1-Sep-08	5-Nov-08																	
8.49																			
8.50																			
8.51																			

Green: Complete
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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.52																			
8.53																			
8.54																			
8.55																			
8.56																			
8.57																			
8.58																			
8.59																			
8.60																			
8.61																			
8.62																			
8.63																			
8.64																			
8.65																			
8.66																			
8.67																			
8.68																			
8.69																			
8.70	6-Jan-09	2-Mar-09																	
8.71																			
8.72																			
8.73	6-Jan-09	2-Mar-09																	
8.74	1-Sep-08	15-Dec-08																	
8.75	1-Sep-08	15-Dec-08																	
8.76	1-Sep-08	26-Sep-08																	
8.77	1-Sep-08	5-Nov-08																	

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Task Number	Scheduled Start	Scheduled Finish	2008					2009											
			A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
8.78	6-Jan-09	2-Mar-09																	
8.79																			
8.80	6-Jan-09	2-Mar-09																	
8.81	6-Jan-09	2-Mar-09																	
8.82	6-Jan-09	2-Mar-09																	
8.83	6-Jan-09	2-Mar-09																	
8.84	6-Jan-09	2-Mar-09																	
8.85																			
8.86																			
8.87																			
8.88																			
8.89																			
8.90																			
8.91																			
8.92																			
8.93																			
8.94																			
8.95																			
9.1	30-Jul-08	15-Dec-08																	

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During this reporting period, the following recommendations have been addressed:

- | | | |
|--------|--------|--------|
| • 2.2 | • 4.2 | • 6.28 |
| • 2.4 | • 4.8 | • 6.29 |
| • 3.1 | • 4.16 | • 6.30 |
| • 3.9 | • 5.2 | • 6.31 |
| • 3.11 | • 5.4 | • 6.36 |
| • 3.17 | • 5.5 | • 6.38 |
| • 3.19 | • 5.19 | • 6.39 |
| • 3.21 | • 5.23 | • 6.40 |
| • 3.23 | • 5.24 | • 6.41 |
| • 3.24 | • 6.3 | • 6.44 |
| • 3.26 | • 6.8 | |

* Recommendations highlighted in red are closed items that will be removed from the next update.

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The following recommendations are closed and removed from future reports:

<u>DATE REMOVED</u>		<u>DATE REMOVED</u>		<u>DATE REMOVED</u>	
2.1	6 January 2009	5.2	27 February 2009	6.26	6 January 2009
2.2	27 February 2009	5.3	6 January 2009	6.28	27 February 2009
2.3	6 January 2009	5.5	27 February 2009	6.29	27 February 2009
2.4	27 February 2009	5.7	6 January 2009	6.30	27 February 2009
3.2	6 January 2009	5.8	6 January 2009	6.31	27 February 2009
3.3	4 November 2008	5.10	4 November 2008	6.33	6 January 2009
3.4	6 January 2009	5.11	6 January 2009	6.34	6 January 2009
3.5	6 January 2009	5.12	6 January 2009	6.36	27 February 2009
3.6	6 January 2009	5.13	6 January 2009	6.38	27 February 2009
3.7	6 January 2009	5.14	6 January 2009	6.39	27 February 2009
3.8	6 January 2009	5.15	6 January 2009	6.40	27 February 2009
3.9	27 February 2009	5.16	6 January 2009	6.41	27 February 2009
3.10	6 January 2009	5.17	6 January 2009	6.43	6 January 2009
3.11	27 February 2009	5.18	6 January 2009	6.44	27 February 2009
3.12	6 January 2009	5.19	27 February 2009	6.45	6 January 2009
3.13	6 January 2009	5.20	6 January 2009	6.48	6 January 2009
3.14	6 January 2009	5.21	6 January 2009	6.50	6 January 2009
3.15	6 January 2009	5.22	6 January 2009	7.1	6 January 2009
3.16	6 January 2009	5.24	27 February 2009	8.5	6 January 2009
3.17	27 February 2009	5.25	6 January 2009	8.8	6 January 2009
3.18	6 January 2009	5.26	6 January 2009	8.19	6 January 2009
3.19	27 February 2009	5.27	6 January 2009	8.21	6 January 2009
3.20	6 January 2009	5.28	6 January 2009	8.23	6 January 2009
3.21	27 February 2009	6.1	6 January 2009	8.24	4 November 2008
3.22	6 January 2009	6.2	6 January 2009	8.25	4 November 2008
3.23	27 February 2009	6.3	27 February 2009	8.26	4 November 2008
3.24	27 February 2009	6.4	6 January 2009	8.27	4 November 2008
3.25	6 January 2009	6.5	6 January 2009	8.28	4 November 2008
3.26	27 February 2009	6.6	6 January 2009	8.30	6 January 2009
3.27	6 January 2009	6.7	6 January 2009	8.32	6 January 2009
4.1	6 January 2009	6.8	27 February 2009	8.34	6 January 2009
4.2	27 February 2009	6.9	6 January 2009	8.36	4 November 2008
4.3	6 January 2009	6.10	6 January 2009	8.37	6 January 2009
4.7	6 January 2009	6.11	6 January 2009	8.38	6 January 2009
4.8	27 February 2009	6.12	6 January 2009	8.40	4 November 2008
4.10	6 January 2009	6.13	6 January 2009	8.48	6 January 2009
4.11	6 January 2009	6.14	6 January 2009	8.74	6 January 2009
4.12	6 January 2009	6.16	6 January 2009	8.75	6 January 2009
4.13	6 January 2009	6.17	6 January 2009	8.76	6 January 2009
4.14	6 January 2009	6.20	6 January 2009	8.77	6 January 2009
4.15	6 January 2009	6.21	6 January 2009	9.1	6 January 2009
4.16	27 February 2009	6.22	6 January 2009		
4.17	6 January 2009	6.24	6 January 2009		

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Reporting Division: Police Department

CRIME AND WORKLOAD REPORTING

CHAPTER 2

2.2 Assure that the dispatch system is providing consistent and accurate data for the Police Department.

Police Response: The Law Enforcement Users Group meets regularly with representatives from Guilford Metro 911. This group is tasked with constantly monitoring both data accuracy and procedural efficacy between the two departments.

Status: Routine and on-going. Complete.

City Manager Response: Approve Police response.

2.4 Report officer-initiated activity separately from calls for service, which are utilized for determining patrol staffing and assessing citizen requests for service (see Chapter Three).

Police Response: We have in the past and will continue to examine self-initiated calls for service separately from citizen initiated calls for service. The two components must then be viewed together as this is the only way to predict the amount of resources needed to ensure the balance between reactive and proactive patrol activity.

Status: This is on-going. As we complete annual reports, calculate staffing needs based on annexation, and review crime data we constantly reassess the balance between the two types of calls for service. Complete.

City Manager Response: Approve Police response.

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PATROL SERVICES

CHAPTER 3

Patrol Services

3.1 Abolish the 5/4 work schedule and either return to the 4/4 fixed shift or a shift that more closely matches patrol staffing to workload. Any obligated time (time owed to the City based on the 4/4 shift configuration) should be directed to specific high-crime areas and times of crime occurrence.

Police Response: **Concur with the recommendation. The Department has established a permanent 4/4 fixed shift.**

Status: **Complete.**

City Manager Response: **Approve Police response.**

3.9 Clearly define the classifications of crimes and calls within each priority, especially priority 1 and priority 2 calls.

Police Response: **The Law Users Group in partnership with Guilford Metro 911 reclassified calls by type in November 2008.**

Status: **Complete.**

City Manager Response: **Approve Police response.**

3.11 Remove mental health/commit calls from priority 1 calls.

Police Response: **Concur with recommendation.**

Status: **Complete.**

City Manager Response: **Approve Police response.**

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3.17 Abolish the rank of police corporal and assign one Sergeant and one Lieutenant to each patrol shift.

Police Response: Non-concur with this recommendation, but have enhanced the Corporal position. The Corporal rank will be retained but made a part of the promotional system and an established rank with the Police chain of command.

Status: The Corporal rank will be retained with testing for new Corporals in November, promotions in January 2009 and making the rank a first-line supervisory position in the chain of command. The Department of Human Resources has been tasked to help develop the appropriate job description and salary base. A promotional test will be scheduled with the promotion cycle in early 2009. Complete.

City Manager Response: Concur with Police response. The Budget & Evaluation Office has been directed to conduct a cost analysis of this position. Once the position of Corporal has been added to the supervisory chain, there will be an increased cost for the position.

3.19 Install vehicle locators on cars utilized for patrol services.

Police Response: Vehicles are currently equipped with vehicle locators that are separate from our dispatch technology. Our Information Technology section was assigned to explore the option of replacing outdated (analog) tacographs with digital “black boxes.” The Public Safety I.T. supervisor has been directed to monitor the assessment and potential purchase of this new technology to ensure a GPS component that dovetails with dispatch technology is part of the package.

Status: Ongoing. Complete.

City Manager Response: Approve Police response.

3.21 Change the current work schedule of all Community Resource Team members to include the routine working of evenings and weekends.

Police Response: We do not concur. While CRT members traditionally worked during standard business hours, the demands on our teams occur at all hours. Team members are consistently visible at community meetings and events at all hours of the day and on weekends. Therefore, there is no need to change their current schedule.

Status: Do not concur. Complete.

City Manager Response: Approve Police response.

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Response Time/Computers

3.23 Revisit the entire list of protocols for priority 1 calls, list specific calls that are life threatening, and remove all calls that are not imminently life threatening, such as mental commitment papers, from priority 1.

Police Response: **Concur. All calls not imminently life threatening are no longer included in priority 1 status.**

Status: **Complete.**

City Manager Response: **Approve Police response.**

3.24 Define and calculate response time as the time from the receipt of a call to the arrival of an officer.

Police Response: **Concur. This differentiation has always been considered in our response, as it is evident from prior monthly reports.**

Status: **Complete.**

City Manager Response: **Approve Police response.**

3.26 Change police protocols that permit/require the assignment of any unit in the City to a priority 1 call. A corporal or sergeant from the affected division or specialized unit should be sent to the call if available.

Police Response: **Concur. In practice, supervisors or specialized units routinely volunteered for call response when needed for Priority 1 calls.**

Status: **Complete.**

City Manager Response: **Approve Police response.**

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COMMUNITY POLICING

CHAPTER 4

4.2 Reexamine the current working hours of the Community Resource Teams in order to maximize contact with the public.

Police Response: **Do not concur. As per the response in 3.21, the CRT hours currently meet the needs of the community and the department.**

Status: **Complete.**

City Manager Response: **Approve Police response.**

4.4 Establish comprehensive performance measurements (key performance indicators) for the Community Resource Team and Police Neighborhood Resource Center.

Police Response:

Status:

City Manager Response:

4.5 Form a COP/POP reorganization and integration committee, with the four departmental entities currently comprising COP/POP efforts, and patrol, to restructure COP/POP in the Department.

Police Response:

Status:

City Manager Response:

4.6 Ensure that community- and problem-oriented policing efforts are in compliance with the “Guiding Principles for the Operation and Management of a COP/POP Unit/Entity” articulated previously in this chapter.

Police Response:

Status:

City Manager Response:

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4.8 Ensure that a citizen concerns log is developed and maintained in the Department; secretarial support is required for this program.

Police Response: Concur in part. An Assistant City Manager has been assigned to develop a comprehensive communication model for tracking citizen concerns or requests for public information. The Police Department is partnering with her office in that effort. By developing a city-wide model, we can eliminate the confusion citizens sometime have with inconsistent policies and procedures in different departments. In addition, the model under consideration will allow us to meet the needs for citizens without immediately adding support staff.

Status: On-going.

City Manager Response: Approve Police response.

4.9 Integrate the activities of patrol officers, traffic officers, detectives, Community Resource Team, Police Neighborhood Resource Center, School Resource Officer, and tactical (currently Tactical Special Enforcement Team, but structured differently) into a coordinated, problem-solving police service model.

Police Response:

Status:

City Manager Response:

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4.16 Assure that all police employees, sworn and civilian, are trained in community policing and incorporate residents into the training as both trainers and participants. Course objectives could include:

- A. To increase understanding of community policing and problem-solving by officers, employees, staff, and residents;
- B. To provide a forum for the discussion of specific problems and concerns related to implementing community policing in Greensboro;
- C. To facilitate team building among Police Department employees;
- D. To facilitate team building among Police Department employees and residents;
- E. To enhance the participants' problem-solving abilities;
- F. To assure a better understanding and appreciation of cultural differences; and,
- G. To provide guidance on developing and maintaining partnerships between Police Department employees and stakeholders.

Police Response: Concur in part. The department is currently monitoring training expenditures to first ensure the basic needs are met, followed by relevant certifications for specialized positions. Community policing and problem solving are currently woven into our recruit school and in-service curriculum in philosophy although perhaps not in title. Our PTO program, in which all new recruits participate for 14 weeks, is rooted in the fundamentals of problem solving and strategic thinking for community issues.

Status: Complete.

City Manager Response: Approve Police response.

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CRIMINAL INVESTIGATIONS

CHAPTER 5

Criminal Investigations Division

5.1 Initiate steps to provide adequate space for the criminal investigations functions.

Police Response: A new facility is needed to house all Criminal Investigations Division Detectives in the same facility. This should result in savings of time and an increased level of communication between squads. The increased communications should result in higher clearance rates with more cases being solved. This also should improve the management and supervision of detectives because they are currently located at three (3) separate facilities.

Status: Request for a new facility for Criminal Investigations Division, Investigative Support and Police Administration is needed.

City Manager Response: Requires significant coordination. Project Management chart will be developed. A request has been added to the 2009 Economic stimulus package for \$5.2 million to satisfy this requirement. A needs assessment will be conducted to establish size and type of space required.

BUDGET		ESTIMATED COST	
Proj. Fund Status:			
Orig. Project Budget:	\$	Professional Services:	\$
Rev Project Budget:	\$	Land-R/W-Cost:	\$
Other Fund Sources:	\$	Construction Cost:	\$
Grants-Fed-State:	\$	Other Cost:	\$
Available Budget:	\$	Total Estimated Cost:	\$

5.2 Assign detectives to work evening hours and Saturdays. A two-team schedule could rotate detectives every two weeks from a day shift to a later afternoon/evening shift and one team could work Tuesday through Saturday.

Police Response: Concur in part. Detectives were assigned evening and weekend hours during December 2008. Unfortunately, as a result of working those hours we determined that investigators were unable to complete as much work as they were previously able to accomplish. The time of day when successful investigations occur does not necessarily correlate with the time crime occurs. We have determined that day and evening hours for standard investigations is acceptable with detectives being in an assigned on-call status for weekend or late night hours.

Status: Complete.

City Manager Response: Approve the Police response.

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5.4 Continue with its update of Criminal Investigation Division Standard Operating Procedures and assure that one comprehensive written directive on criminal investigations is included in the Department's written directives system; Standard Operating Procedures should have a specific number, rather than designation as a chapter.

Police Response: Concur. Standard Operating Procedures are reviewed on a regular basis. Emphasis will be placed on creating clearer guidelines for investigations and reporting. In addition, a team of employees is currently reviewing all Directives and Standard Operating Procedures to ensure consistency throughout the department.

Status: Completion date 2 July 2009.

City Manager Response: Approve Police response.

5.5 Utilize, as part of case management, written guidelines on solvability factors.

Police Response: This will occur as part of Recommendation 5.4, referring to Standard Operating Procedures.

Status: Complete.

City Manager Response: Approve Police response.

5.6 Reduce the regular daily meetings of supervisors in the Criminal Investigations Division to one day a week, until and at such time as the squads work in one facility.

Police Response:

Status:

City Manager Response:

5.9 Consolidate the Commercial Property Crimes Squad and the Residential Property Crimes Squad into a property crimes section.

Police Response:

Status:

City Manager Response:

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5.19 Assign the crime analyst in Criminal Investigation Division to a centralized crime analysis section working.

Police Response: Concur in part. In January 2009, the Division of Information and Technology was re-organized and all crime analysts were organizationally moved to the Information Technology section. The investigative crime analyst was brought in under that same organizational umbrella but is physically still located with investigators. This allows investigators to have rapid access to information while still keeping this analyst up to date with issues beyond the scope of investigations. Other analysts are currently cross-training to ensure consistency of information across the department.

Status: Complete.

City Manager Response: Approve Police response.

Vice/Narcotics Division and Investigative Support Division

5.23 Transfer the two traffic officers and their K-9s currently assigned to work drug interdiction to the Vice/Narcotics Division, and two additional officers should be funded for this function. (New positions would be filled only after patrol officer positions are filled.)

Police Response: Concur in part. After evaluating our needs compared to available resources we are currently considering moving the canines, but not officers as described above.

Status: Final decision will be made by 2 July 2009.

City Manager Response: Approve Police response.

5.24 Assign the detectives and officers in the Vice/Narcotics Division to work eight-hour shifts with a focus on late afternoon and evening shifts, to include Saturdays.

Police Response: Do not concur. Detectives in the Vice Narcotics Division already work Saturday hours as well as evening hours. In addition, they serve in an on-call status which often results in working at any hour of the day, on any day of the week. Changing reporting times will do little to impact their overall mission or outcomes.

Status: Complete.

City Manager Response: Approve the Police response.

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SUPPORT/MANAGEMENT SERVICES

CHAPTER 6

Traffic Services Unit

6.3 Assign the two traffic officers with K-9s currently assigned to the TSU to a proposed street-level narcotics section within the Vice/Narcotics Division.

Police Response: Concur in part. See response to duplicate in Recommendation 5.23. Two canines were moved to the division. Staff members were moved to the division to create a Tactical Narcotics (street-level) Team.

Status: Complete.

City Manager Response: Approve Police response.

6.8 Assure that the patrol zone cars near the five Greensboro Housing Authority properties covered by Police Neighborhood Resource Center are dispatched on priority 1 calls, unless the Police Neighborhood Resource Center officers are closer to the location. Revisit the need for the Police Neighborhood Resource Center section, since patrol officers are required to handle calls/crime at least 76 percent of the time in the five major Greensboro Housing Authority properties and approximately 100 percent of the time in other Greensboro Housing Authority properties.

Police Response: There are two components to this recommendation. We concur with the first, but not the second.

With regard to “assuring patrol zone cars are dispatched on Priority 1 calls unless PNRC is available,” this already occurs. While the PNRC officers routinely volunteer to take those calls on behalf of Patrol, the site officers may be working at other locations or may be working a special assignment as an entire squad and would not be available if included in the dispatch plan. PNRC and other support units have been added to dispatch plans for Priority 1 call types.

With regard to the recommendation to “revisit the need for the PNRC section,” the Police Department and the City have a long-standing relationship with the Greensboro Housing Authority that has proven to be successful in making those communities safer. While the relationship may change in years to come, we are currently still enjoying the successes of that partnership.

Status: Complete.

City Manager Response: Approve Police response.

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6.15 Analyze the factors related to turnover in the Forensics unit and take steps, as necessary to stem this turnover. The City may need to become involved if attrition is related to salary levels.

Police Response: The factors related to employee turnover rate are two-fold. One is the burnout of employees due to understaffing and the high demands of the CSI and Evidence role. At other agencies such as the Guilford County Sheriff's Department, CSI's are paid significantly more if they have a college degree. There is no educational incentive for non-sworn employees.

Status: On-going. We continually monitor employee turnover rates. Salaries should be revisited to make certain that salaries are at market rate.

City Manager Response: The Human Resource Office will be directed to conduct a Job Analysis of the Forensics positions to insure they are consistent with market value for similar positions within law enforcement agencies in this area. Completion date for the Job Analysis will be 15 May 2009.

6.18 Have routine audits of the Property and Evidence Section conducted by individuals or an agency not affiliated with the Greensboro Police Department.

Police Response:

Status:

City Manager Response:

6.19 Plan for sufficient property/evidence storage space for future needs, based upon growth, annexations and inability to destroy evidence.

Police Response:

Status:

City Manager Response:

6.23 Assure that patrol officers and supervisors are properly trained in their duties regarding the completion and submission of incident reports, including proper classification in accordance with Uniform Crime Report/Incident Based Reporting requirements.

Police Response:

Status:

City Manager Response:

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6.25 Conduct quarterly audits of the records process to ensure that all cases are accounted for and have been properly processed, including being forwarded for further review/action.

Police Response:

Status:

City Manager Response:

6.27 Absorb the staff of the Case Processing Unit into Records Management and current responsibilities maintained while assuming additional records oriented responsibilities.

Police Response:

Status:

City Manager Response:

6.28 Enhance mutual respect among sworn and non-sworn members of the Department.

Police Response: **Concur. This is a unique balancing act between operational and support roles. The department ensures that training opportunities and career growth opportunities are offered to both sworn and non-sworn employees. Opportunities for training and career enhancements will be tracked and reviewed annually by departmental leadership and the office of Human Resources. In addition, directives and policies regarding employee conduct toward one another apply to all employees regardless of status.**

Status: **Complete.**

City Manager Response: **Approve Police response.**

Information Technology

6.29 Involve Open Systems Solutions Incorporated, the vendor for Computer Aided Dispatch, in fixing Information Technology problems involving the collection and transfer of accurate, reliable information between Computer Aided Dispatch (Guilford Metro 911) and the various modules of the police system.

Police Response: **Concur. The vendor is and always has been involved in system improvements, as they are the vendor for both Guilford Metro 911 and the Police Records Management System.**

Status: **Complete.**

City Manager Response: **Approve Police response.**

Police Management and Staffing Study
3 March 2009

6.30 Assure that someone other than crime analysts are routinely made aware of problems in the automated system.

Police Response: Concur. Any employee who becomes aware of errors of any kind will be held accountable for making supervisors aware of systemic problems. This is true regardless of the position or status of the employee. The immediate supervisor of the Crime Analysts will provide training and will be held accountable for making sure problems and errors are reported.

Status: Complete.

City Manager Response: Approve Police response.

6.31 Provide adequate time for the Police Department to access and review necessary data and explain the data in writing before releasing that information to the public (requests from City officials and residents), until the systems are working reliably.

Police Response: Concur in part. Our systems do and have worked reliably. The City is currently working on a communications policy for outside requests for public information which will likely have a component for internal review prior to dissemination. Controls are already in place to ensure employees do not release information until the affected Commander has been made aware of the information to be released.

Status: Complete.

City Manager Response: Approve Police response.

6.32 Establish a task force, designating an individual to be responsible for holding regular meetings each month, for a period of one year, to discuss data issues and assure a team approach from all agencies involved with the Information Technology functions related to public safety.

Police Response:

Status:

City Manager Response:

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6.35 Assure that the multiple automated systems at patrol divisions can communicate with one another. Application requirements must be coordinated with the Department's Information Technology section prior to any development or programming.

Police Response:

Status:

City Manager Response:

6.36 Ensure that funding and support are made available to continue and complete the transition to laptop capability in vehicles. This is an issue of both technology growth and enhancement as well as, and more importantly, officer safety.

Police Response: **Concur.**

Status: **Completed in December 2008.**

City Manager Response: **Approve Police response.**

Crime Analysis

6.37 Assign personnel in the crime analysis function to work an eight-hour day, Monday through Friday. This schedule should include some evening shifts to assure communication and coordination about crime analysis among patrol officers and investigators.

Police Response:

Status:

City Manager Response:

6.38 Establish a working group to review and revitalize the crime analysis function and determine how it can better meet the needs of the Department.

Police Response: **Do not concur. Crime analysis is currently being used in a manner that allows the timely flow of information to commanders and officers. Trends are identified on a monthly basis and are disseminated both internally and externally.**

Status: **Complete.**

City Manager Response: **Approve Police response.**

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6.39 Relocate the crime analysis function within the organization to the proposed field operations deputy chief and consolidate all crime analysis positions under one civilian supervisor.

Police Response: Do not concur. The crime analysis function has been moved under the public safety branch of the Information Technology Department. This move promotes our ability to remain fresh on the technology side of the equation while still monitoring the impact of proper data processing and interpretation on crime trends.

Status: Complete.

City Manager Response: Approve Police response.

6.40 Change the role of crime analysis from editing dispatch data and submitting monthly reports to a daily operational assessment of crime reports from the field and disseminate the information on a daily basis to all operational personnel, patrol, traffic, K-9, Community Resource Team, Central City Resource Team, Police Neighborhood Resource Center, School Resource Officers and investigations.

Police Response: Do not concur. The crime analysis section is being utilized in a manner that supports the overall needs of the agencies. Individual officers and units can now and always have been able to retrieve data on a daily, hourly or minute-by-minute basis.

Status: Complete.

City Manager Response: Approve Police response.

6.41 House the crime analysis function in the future in an area that is more and equally accessible to staff and operational personnel.

Police Response: Concur in part. One analyst is physically housed with investigators in order to promote face-to-face communications. However, proper data analysis can occur from any location. Staff members (from field officer to the Chief) can access data from any city-owned networked computer.

Status: Complete.

City Manager Response: Approve Police response.

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Fiscal Management

6.42 Initiate efforts to civilianize the sergeant's position in this unit, and staff the position with an individual knowledgeable in the areas of budget and finance.

Police Response:

Status:

City Manager Response:

Alarm Program

6.44 Work with Open Systems Solutions Incorporated and Cry Wolf vendors/programs to develop an interface between the applications.

Police Response: Concur in part. The two vendors have worked together over the last year to develop appropriate interfaces. However, information already available from CAD is the only component necessary to complete alarm data. There is no need for additional applications.

Status: Complete.

City Manager Response: Approve Police response.

Logistics

6.46 Consider a more traditional take home vehicle program, at no cost to the participating officers, including permitting the officers to utilize the vehicles for personal reasons.

Police Response: A review of this program is currently being conducted and once a cost analysis has been completed, the results will be provided to the City Manager.

Status: Report will be completed 1 April 2009.

City Manager Response: Approve Police response.

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6.47 Institute a vehicle dead lining program to promote safety and professionalism.

Police Response:

Status:

City Manager Response:

6.49 Review the Department's vehicle inventory to ensure the proper allocation and ratios of vehicles.

Police Response:

Status:

City Manager Response:

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WRITTEN DIRECTIVES

CHAPTER 7

7.2 Conduct a regularly scheduled review of both its directives and standard operating procedures to ensure they are current and consistent.

Police Response: We concur with this recommendation. A committee has been assigned to review all directives and standard operating procedures and make recommendations for any needed changes.

Status: Recommendations anticipated by 28 February 2009.

City Manager Response: Approve the Police response and timeline.

7.3 Consider a differentiating numbering system for directives and standard operating procedures with unique leading identifiers for the bureau and division standard operating procedures.

Police Response:

Status:

City Manager Response:

7.4 Place the accreditation/policy function within the proposed planning unit.

Police Response:

Status:

City Manager Response:

7.5 Continue the strong support for, and cooperation with, the accreditation function and its related responsibilities.

Police Response:

Status:

City Manager Response:

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HUMAN RESOURCES MANAGEMENT

CHAPTER 8

Recruitment and Selection

8.1 Support a formal and structured recruiting program designed to attract greater quantities of quality applicants, including racial/ethnic and gender minorities for sworn positions. Such an effort should be staffed with at least one permanent and fulltime sworn officer.

Police Response:

Status:

City Manager Response:

8.2 Continue the annual update of the affirmative action program.

Police Response:

Status:

City Manager Response:

8.3 Develop a police officer announcement which has the appeal of the current announcement found only in the application packet.

Police Response:

Status:

City Manager Response:

8.4 Minimize the number of sworn and civilian vacancies that exist at any point in time.

Police Response:

Status:

City Manager Response:

8.6 Closely monitor the increasing attrition among sworn ranks.

Police Response:

Status:

City Manager Response:

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8.7 Ensure that there is a program to sequentially track applicant flow/attrition by selection component by gender and race/ethnicity from application to final disposition (i.e., hired or not hired).

Police Response:

Status:

City Manager Response:

8.9 Require an exit interview to ensure that all personnel attrition is tracked by specific reason, gender and race/ethnicity.

Police Response:

Status:

City Manager Response:

8.10 Ensure that there is a more active involvement of Human Resources staff in the recruitment and selection of sworn police personnel.

Police Response:

Status:

City Manager Response:

8.11 Ensure that a more formal oral board interview process is employed to include the training of evaluators, guidelines for evaluating applicant responses, and clear procedures for the scoring of applicant performance.

Police Response:

Status:

City Manager Response:

8.12 Ensure that adverse impact analyses are conducted for all selection components.

Police Response:

Status:

City Manager Response:

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8.13 Reduce the size of the current seven-member Chief Selection Committee.

Police Response:

Status:

City Manager Response:

8.14 Further reduce the amount of time necessary to fully process a sworn police officer application.

Police Response:

Status:

City Manager Response:

8.15 Ensure that full-time police recruiter receives formal training in an outside, high quality and recognized police recruiting course.

Police Response:

Status:

City Manager Response:

8.16 Encourage use of the recruitment incentive program, but consider paying the bonus only after the recruit has successfully completed all or a portion of the academy.

Police Response:

Status:

City Manager Response:

8.17 Assess the reasons for all attrition evident in the current Police Basic Instructor's Course academy (i.e., Class 88).

Police Response:

Status:

City Manager Response:

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Promotions

8.18 Implement the key principles for developing and administering promotional processes for both sworn and non-sworn ranks/classifications as previously described in this section.

Police Response:

Status:

City Manager Response:

8.20 Continue to encourage minority (i.e., ethnic, racial and gender) participation in all promotional and specialized assignment selection processes.

Police Response:

Status:

City Manager Response:

8.22 Employ closed-book tests in addition to open-book tests for the ranks of Police Officer II, Senior Police Officer and Master Police Officer.

Police Response:

Status:

City Manager Response:

8.29 Ensure that each testing component (e.g., oral board) has specific and detailed benchmarks for every question/sub-question to be used for evaluating candidate performance.

Police Response:

Status:

City Manager Response:

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8.31 Continue the systematic collection of data pertaining to the performance of candidates participating in all promotional processes (e.g., number taking each examination component, number passing each examination component, average scores on each component, sex, race/ethnicity).

Police Response:

Status:

City Manager Response:

8.33 Assess the presence or absence of adverse impact in all future promotional process components.

Police Response:

Status:

City Manager Response:

8.35 Ensure that announcements of all openings in specialized assignments take place.

Police Response:

Status:

City Manager Response:

8.39 Eliminate or substantially revise the Promotional Potential Evaluation (P.E.).

Police Response:

Status:

City Manager Response:

Training and Career Development

8.41 Incorporate community and problem-oriented policing into the recruit academy curriculum.

Police Response:

Status:

City Manager Response:

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8.42 Incorporate diversity training into the recruit academy curriculum.

Police Response:

Status:

City Manager Response:

8.43 Ensure that there is equity in the distribution of specialty training opportunities.

Police Response:

Status:

City Manager Response:

8.44 Ensure that the subjects of community and problem-oriented policing and diversity are incorporated into both in-service and supervisory training programs.

Police Response:

Status:

City Manager Response:

8.45 Make use of training bulletins as an effective and inexpensive form of continuing in-service training.

Police Response:

Status:

City Manager Response:

8.46 Ensure that all training programs of whatever type are periodically evaluated as to their effectiveness.

Police Response:

Status:

City Manager Response:

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8.47 Combine STEP and C.P. into one career development program.

Police Response:

Status:

City Manager Response:

8.49 Conduct an internal audit of training records.

Police Response:

Status:

City Manager Response:

8.50 Determine whether additional hours of instruction can be deleted from the current recruit academy curriculum.

Police Response:

Status:

City Manager Response:

8.51 Increase the compensation of Police Training Officers.

Police Response:

Status:

City Manager Response:

8.52 Revitalize the Educational Intern Program.

Police Response:

Status:

City Manager Response:

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Performance Evaluations

8.53 Discontinue use of the term “performance evaluation,” and substitute the term “performance management.” The latter terminology is more encompassing, focusing on improvement/development rather than assessment alone.

Police Response:

Status:

City Manager Response:

8.54 Develop a structured performance management system for the ranks of lieutenant, captain and assistant chief.

Police Response:

Status:

City Manager Response:

8.55 Ensure that any performance management system used by the police is consistent with professional and legal guidelines.

Police Response:

Status:

City Manager Response:

8.56 Ensure that what is in performance management policy is in performance management practice.

Police Response:

Status:

City Manager Response:

8.57 Ensure that all supervisory personnel receive training in the use of the new patrol officer performance management forms and system.

Police Response:

Status:

City Manager Response:

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8.58 Ensure that the new Patrol Bureau performance management system is in compliance with the essential elements of a useful and respected performance management system as described earlier in this section.

Police Response:

Status:

City Manager Response:

8.59 Consider eliminating the dimension weights employed in both the current and new performance management systems.

Police Response:

Status:

City Manager Response:

8.60 Ensure revision of Policy 1.3 entitled, "Organization, Rank Structure, and Duties," so as to reflect current characteristics.

Police Response:

Status:

City Manager Response:

8.61 Update and date all Statements of Duties and Responsibilities.

Police Response:

Status:

City Manager Response:

8.62 Develop Statements of Duties and Responsibilities for those positions for which there are none.

Police Response:

Status:

City Manager Response:

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Loss of Employee Services

8.63 Continue to monitor sick leave usage, and initiate remedial actions with those suspected of abuse.

Police Response:

Status:

City Manager Response:

8.64 Ensure that employees on limited duty status do not exceed the 130 business day limit unless fully documented and justified.

Police Response:

Status:

City Manager Response:

8.65 Routinely collect information pertaining to the nature and cause of on-the-job injuries sustained by personnel.

Police Response:

Status:

City Manager Response:

8.66 Utilize job injury information for the purpose of developing and implementing focused injury prevention initiatives.

Police Response:

Status:

City Manager Response:

Labor/Management Relations

8.67 Encourage communication between the two sworn labor groups on issues of mutual concern.

Police Response:

Status:

City Manager Response:

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8.68 Revise the current grievance procedure to reduce the current number of review levels, and the time it takes to arrive at formal grievance dispositions.

Police Response:

Status:

City Manager Response:

8.69 Produce more useful analyses of grievances by collectively examining them over multiple years.

Police Response:

Status:

City Manager Response:

8.70 Maintain an up-to-date record of grievance dispositions.

Police Response: A log of grievances is maintained by the Division of Resource Management. The nature of grievances is reported in annual updates with employees' identity removed for confidentiality.

Status: Completed.

City Manager Response: Approve Police response.

8.71 Establish and maintain a non-adversarial climate surrounding the submission of employee grievances.

Police Response:

Status:

City Manager Response:

8.72 Redefine the unfounded and not sustained citizen complaint disposition definitions so as to eliminate current ambiguity.

Police Response:

Status:

City Manager Response:

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8.73 Eliminate use of the reasonable disposition and replace it with the exonerated disposition.

Police Response: We do not concur with this recommendation. Reasonable refers to the appropriateness of a use of force. Exonerated is a complaint finding and there is not a complaint in each use of force. We will continue using these definitions that are consistent with our policies and procedures.

Status: Completed.

City Manager Response: Approve Police response.

8.78 Develop a brochure, in plain English and Spanish, that describes the citizen complaint/commendation process in a non-threatening and citizen friendly manner.

Police Response: We concur with this recommendation and have adopted a brochure in Spanish used by the Greensboro Human Relations Commission.

Status: Completed.

City Manager Response: Approve Police response.

8.79 Perform outreach activities to ensure widespread distribution of both the current Citizen Review Commission and the to-be-developed Greensboro Police Department brochures.

Police Response:

Status:

City Manager Response:

8.80 Reexamine the severity of discipline, especially regarding sustained citizen complaints, with an eye to increasing the amount of discipline.

Police Response: We do not concur. Consistency is the most important aspect in administering discipline. Many factors are considered in administering discipline including past disciplinary record and the totality of circumstances. We will maintain our current system.

Status: Completed.

City Manager Response: Approve Police response.

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8.81 Redefine levels of discipline, and reduce the four levels of reprimand to one or two levels.

Police Response: We do not concur and will maintain the current four levels of discipline.

Status: Completed.

City Manager Response: Approve Police response.

8.82 Ensure that the definitions and data collection regarding inquiries, administrative investigations and citizen complaints are clearly differentiated from one another to include specification of the investigative entity (i.e., supervisory level or Internal Affairs Section).

Police Response: We concur with the recommendation. Internal Affairs' monthly and annual reports will reflect the supervisory level of the investigative entity. This will tabulate the number of inquiries, complaints and administrative investigations conducted by various levels of supervision as well as those investigators assigned to the Internal Affairs Section.

Status: Completed.

City Manager Response: Approve Police response.

8.83 Examine the relatively low percentage of sustained administrative investigations with an eye to reducing the number, but increasing the rate of sustained dispositions.

Police Response: Internal administrative investigations are conducted in a fair and impartial manner. We do not concur with automatically setting a goal of increasing sustained dispositions.

Status: Completed.

City Manager Response: Approve Police response.

8.84 Seek to minimize the amount of time employees are on administrative leave for disciplinary reasons.

Police Response: The department is utilizing city policy with regards to administrative leave. As such, leave is not used for disciplinary purposes, but rather to provide time to conduct an administrative investigation into alleged misconduct.

Status: Completed.

City Manager Response: Approve Police response.

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8.85 Develop a written policy which addresses pay while employees are on administrative leave for disciplinary reasons.

Police Response:

Status:

City Manager Response:

8.86 Continue to support and enhance the use of the following programs: Peer Support Program and Team, Chaplaincy Program, Health and Fitness Program, Suggestion Program, Departmental Awards and Extra Departmental Awards Programs, Employee Drug Testing Program, and Psychological Assessment Program.

Police Response:

Status:

City Manager Response:

Off-Duty Employment

8.87 Conduct an audit (City) of the off-duty employment program on an annual basis.

Police Response:

Status:

City Manager Response:

8.88 Assign watch commanders (proposed captains) and commanders of divisions to conduct periodic checks of work sites in the City to assure that personnel are working at a designated location, including days, nights and weekends.

Police Response:

Status:

City Manager Response:

8.89 Explore the potential for software that will match records on payroll by date with off-duty jobs.

Police Response:

Status:

City Manager Response:

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8.90 Revise the written directive to limit the number of total hours that an employee can work on duty or off duty in any 24-hour period, not just a calendar day.

Police Response:

Status:

City Manager Response:

8.91 Assure that division commanders monitor the number of off-duty hours worked by their subordinates to assure that off-duty work is not negatively impacting the on-duty work of subordinates.

Police Response:

Status:

City Manager Response:

8.92 Institute swift discipline of personnel when there are sustained complaints of employees violating off-duty job policies and procedures, or a failure to manage/supervise personnel engaged in off-duty employment within their commands.

Police Response:

Status:

City Manager Response:

8.93 Assure that the amount of funds for overhead is sufficient to pay for the costs of administering the program and the potential legal costs of civil suits arising from, or in connection with, off-duty employment that is sanctioned by the City.

Police Response:

Status:

City Manager Response:

8.94 Ensure compliance with the policy provision that officers may not exceed the maximum 15 and one-half hours of combined on-duty and off-duty employment.

Police Response:

Status:

City Manager Response:

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8.95 Ensure compliance with the policy governing outside employment so that such employment does not detrimentally impact officers' fitness for regular duty.

Police Response:

Status:

City Manager Response: